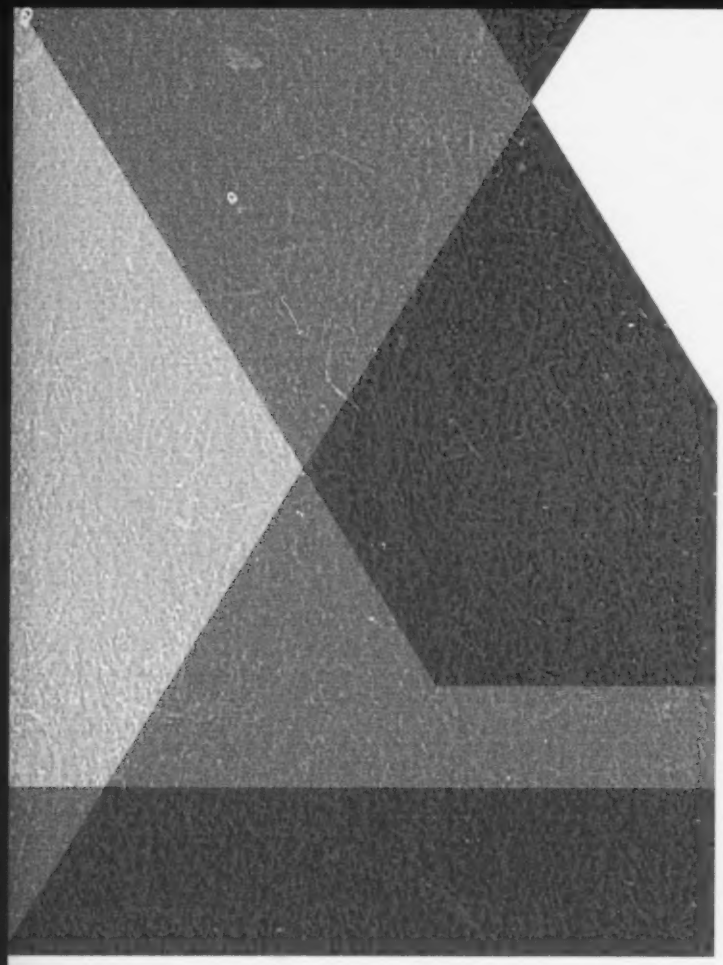

Business Plan 2018–19

Public Service Commission

NOVA SCOTIA

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Budget 2018–19: Business Plan
March 2018

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Message from the Minister of the Public Service Commission

The Public Service Commission (PSC) supports government departments, agencies and employees as they deliver the programs and services Nova Scotians need.

This report outlines the path to help the PSC achieve our goals so government can provide the best possible services to Nova Scotians. Core function areas such as Client Service Delivery, Labour/Employee Relations and Benefits, Corporate Business Development and Support, and People and Culture guide the PSC's work and help government offer a top-notch public service.

Through our "Be The Change" initiative, we are working together to share our stories, ideas and experiences and celebrating our work to start to change the way we see ourselves as public servants. This will help us achieve our vision to become a more engaged, productive and innovative public service.

The PSC is committed to our work to create a diverse and inclusive workforce that is representative, at all job levels, of the citizens we serve. This year, we have been recognized as one of Canada's best Diversity Employers, which allows us to celebrate our progress and shines a light on what we need to continue to do.

Under our four-year strategy on diversity and inclusion, employees have been creating diverse hiring panels, establishing designated positions, designing programs to support career advancement, developing a census to collect more detailed demographics, strengthening our employee networks, and much more.

The department will also continue to focus on attracting and retaining younger workers by using innovative hiring processes and social media, and implementing initiatives centered on talent management and succession planning.

We look forward to implementing the 2018-2019 business plan and all the great work that will unfold in the year ahead.

Sincerely,

Original signed by

_____

The Honourable Tony Ince
Minister, Public Service Commission

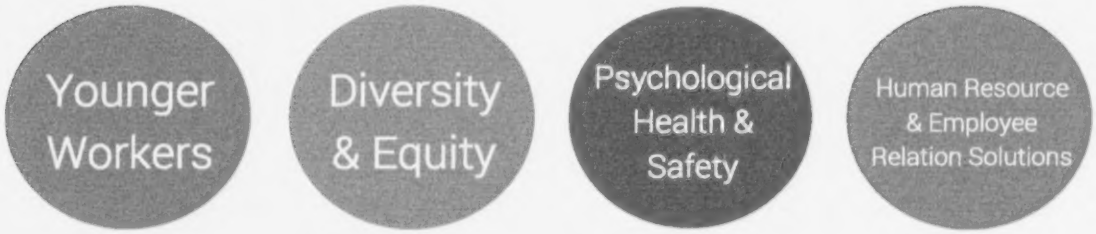
Introduction

As an internal service provider, the PSC plays a corporate support role to government departments and agencies. Our department mandate is to ensure that the Nova Scotia Government has the human resources required to manage, create and deliver excellent, high-quality programs and services to citizens. We achieve this by developing, implementing and evaluating corporate human resource policies, programs, services and standards. Also, the PSC is the government's agent for collective bargaining with unions that represent direct government employees and provides advice to government on collective bargaining in the broader public service.

The PSC collaborates and holds partnerships with other areas of government and agencies outside of government, including the Nova Scotia Health Authority and IWK. We partner with Dalhousie University and the Nova Scotia Community College (NSCC) to advance our leadership development programs that are offered to government employees. We also work closely with organizations such as Easter Seals and Immigrant Services Association of Nova Scotia (ISANS), who provide training and work placement opportunities for their community members. Additionally, the PSC participates on various Canada-wide inter-jurisdictional committees centered on engagement, diversity, psychological health and safety, classification, compensation, and labour relations.

Minister's Mandate

The PSC focuses on four key deliverables as outlined in the Ministerial Mandate Letter from the Premier:



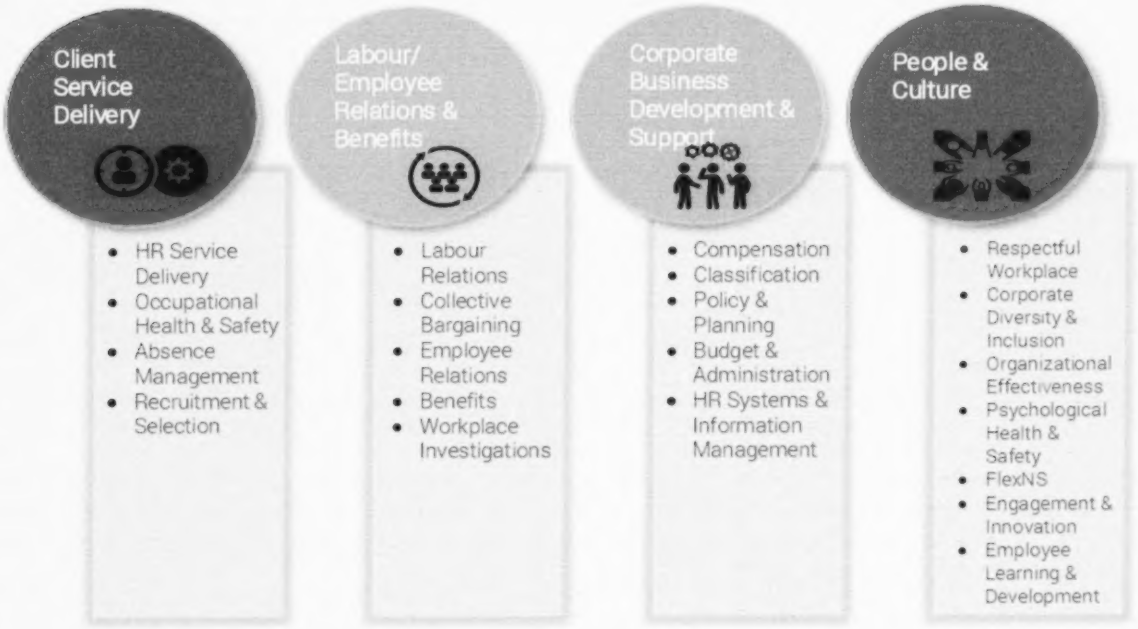
Younger Workers	Diversity & Equity	Psychological Health & Safety	Human Resource & Employee Relation Solutions
Continue to champion youth hiring and participation of younger workers aged 35 and under in the public service.	Lead efforts to attract, retain, and celebrate diversity and equity within the public service and maintain focus on attracting, hiring, and promoting workers from diverse backgrounds.	Continue to support the psychological health and safety of the Nova Scotia public service.	Continue to lead public service innovation by providing human resource and employee relation solutions.

A multitude of strategic actions (i.e., projects and initiatives) are identified that align with the Minister's mandate. Each year the strategic actions are developed through a consultation process with our executive leadership and PSC employees. In addition, we conduct regular progress reporting and place evaluation measures on each of our actions to ensure we are moving closer towards our goals.

Public Service Commission's Core Functions

In addition to our Minister's mandate, the PSC is guided by two main internal organizational outcomes based on our core functions. The first is to "*develop an engaged, productive workforce to support government's priority goals.*" The second is to "*improve client service delivery through*

accountability and engagement." To attain these outcomes, the PSC's core functional areas and their corresponding work units undertake a multitude of innovative projects. These include developing key corporate workplace strategies and providing day-to-day human resource solutions that departments and employees rely on to effectively deliver programs and services to the citizens of Nova Scotia.



During the 2018-2019 fiscal year, the PSC will work to advance our Minister's mandate and the outcomes that support our core functions by completing the strategic actions outlined in the next section of this report.

Strategic Actions for 2018 – 2019

This section will provide an outline of the initiatives, programs, and services that will be undertaken in fiscal year 2018-2019 to advance our Minister's mandate. These actions are funded and resourced within the Public Service Commission's existing budget and human resources.

Younger Workers

Continue to champion youth hiring and participation of younger workers aged 35 and under in the public service.

Strategic Actions	Performance Measures
In 2018-2019, the PSC will be in year three of our five-year commitment to provide younger workers with opportunities through various employment initiatives. Specifically, the PSC plans to complete the following actions: • Continue to support the Department of Labour and Advanced Education as the lead department for youth initiatives by participating in the Senior Officials Youth Working group and other related subcommittees. • Lead a working group with the departments of Community Services, Transportation and Infrastructure Renewal, and Natural Resources to pilot summer employment opportunities for youth at risk as identified by the departments. • Proactively recruit younger workers throughout the province by increasing our involvement in career fairs and building partnerships with other government agencies, post-secondary institutions, and community-led organizations. • Assess and implement current online recruitment marketing strategies to strengthen our outreach efforts through social media. • Apply a diversity lens that will focus on improving hiring processes and reducing barriers for younger workers and employment equity candidates.	• 5% of all new hires to the public service will be younger workers. • Increased in participation of younger workers (aged 35 and under) who are gaining public service experience through the various enhanced employment opportunities under the government's younger worker initiative.

Lead efforts to attract, retain, and celebrate diversity and equity within the public service and maintain focus on attracting, hiring, and promoting workers from diverse backgrounds.

Strategic Actions	Performance Measures
In 2018-2019, the PSC will be in the final year of our four-year "Raising the Bar," diversity and inclusion strategy. Specifically, we will focus on the following priority areas: • Continue the review of the Respectful Workplace and Employment Equity policies and design their implementation. • Host the Nova Scotia Government's third biennial Diversity Leadership Conference. • Promote diversity across the public service by designating more positions, engaging diverse hiring panellists, and advertising government as one of Canada's top diversity employers for 2018. • Continue to implement the Trans and Gender Variant Guidelines. • Continue to evaluate, enhance and advance the *Pathways* program to support the career development of employees across all regions who identify as a member of the designated groups. • Review status of action items from the *Raising the Bar* diversity and inclusion strategy and determine next steps.	• % increase in representation of designated employment equity groups within the public service using the *Count Yourself In* census tool. • Increase in the number of designated positions.

Psychological Health & Safety

Continue to support the psychological health and safety of the Nova Scotia public service.

Strategic Actions	Performance Measures
In 2018-2019, the PSC will continue the implementation of the Psychological Health and Safety Standards. Specifically, the PSC plans to complete the following actions: • Establish the Office of Workplace Mental Health to promote a positive approach to mental health and provide proactive supports and services to government employees. • Support the broad implementation of the new Workplace Health and Safety Promotion Policy that broadens the Province of Nova Scotia's commitment to the physical and psychological health and safety of its employees. • Focus on providing additional support and services to human resource staff, managers, employees, and government departments to raise awareness and address psychological health and safety in the workplace. • Continue to host educational sessions for managers and employees (e.g., the Working Mind and Road to Readiness), and encourage participation in other related training such as Respectful Workplace and Diversity and Employment Equity.	• 3,300 or more public servants have received the Working Mind and Road to Mental Readiness training programs by the end of fiscal 2018-2019. • Every department will have a commitment statement recognizing psychological and physical health and safety by April 1, 2019.

Continue to lead public service innovation by providing human resource and employee relation solutions.

Strategic Actions	Performance Measures
In 2018-2019, the PSC will continue work on improving our human resource programs and services. Specifically, we will: • Refine HR processes using lean practices and evaluate opportunities for service innovation. • Work with partners to develop and finalize internal service standards and measures to assess service effectiveness and client satisfaction. • Improve and refine our current technology and self-service solutions to assist client service delivery across multiple systems (e.g., MyHR, SuccessFactors, Learning Management System, and the Health, Safety, Environment and Incidents (HSEI) Project). • Improve worker's compensation efforts by collaborating with government partners and Worker's Compensation Board (WCB) to refine processes, better manage WCB related issues, increase injury prevention efforts with client departments, and improve WCB data reporting.	• The number of service standards defined. • Percentage of clients who describe their service as satisfactory. • The number of days between client decision to fill vacancy and competition posted on new recruitment website (SuccessFactors). • The number of HR and WCB processes refined and documented. • Increase in the number of employees returning to work. • Real-time reporting of an employee's absence by the manager. • The number of client users of MyHR as a client self-service channel.

Continue to lead public service innovation by providing human resource and employee relation solutions.

Strategic Actions	Performance Measures
In 2018-2019, the PSC will be in the final year of our three-year "Pride in the Public Service" employee engagement strategy. We will continue the implementation of the strategy by focusing on the following priority areas: • Continue to develop, implement and evolve programs to modernize workplace and leadership practices that positively influence employee experience. • Elevate manager engagement throughout the public service by working with managers and senior leaders to address the unique challenges of middle management. • Explore alternate ways of delivering the "How's Work Going?" employee engagement survey and supporting pulse surveys. • Continue to support departmental action planning initiatives that address results of the 2017 "How's Work Going?" employee survey and bridge to the 2019 survey. • Evaluate the impact of the FlexNS program and expand services and support to more government departments. • Advance internal communications initiatives by improving TheHUB. an internal website for employees, and building capacity by establishing internal communication leaders in all government departments.	• Improved access to corporate information for all public service employees. • Enhanced internal and cross-departmental communications • Establish baseline readership levels of TheHUB. • Increased number of departments, business units participating in FlexNS activities. • Supported regular two-way communication between leadership and employees.

Department Expenses Summary

Departmental Expenses Summary
($ thousands)

Programs and Services	2017-2018 Estimate	2017-2018 Forecast	2018-2019 Estimate
Client Service Delivery	7,675	7,232	7,789
Employee Relations	2,036	2,107	2,097
Office of Commissioner	397	351	392
People and Culture	2,834	2,767	2,789
Corporate Business Development	6,209	6,494	6,490
Total - Departmental Expenses	**19,151**	**18,951**	**19,557**
Ordinary Recoveries	28	77	101
Funded Staff (# of FTEs)			
Department Funded Staff	189.4	186.3	189.4

Note:
For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2
For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1